

**PROJECT MANAGEMENT INSTITUTE:**

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**1999 and Beyond**

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**Harold R. Reeve, Ph.D., PMP - PMI Chair**



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# Project Management Institute

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Celebrating 30 Years as the World's  
Leading Association for the  
Project Management Profession



# PMI History

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## Founders

Dr. J. Gordon Davis

Edward A. Engman

Susan C. Gallagher

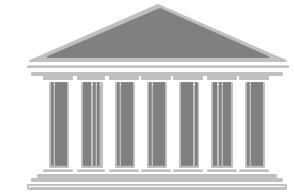
Eric Jenett, PMP

James R. Snyder





# PMI History



**1969** Five volunteers working out of a house  
in Springfield, Pennsylvania, USA

**1973** First part-time paid staff hired

**1974** First chapter chartered  
- Houston, Texas USA

**1975** Leased office space

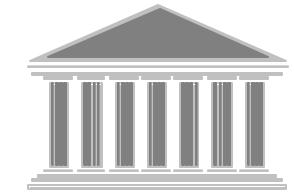


First chapter chartered outside of USA  
- Southern Ontario, Canada



# PMI History

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- 1977** First full-time paid staff hired  
Annual Budget of US \$ 125,000
- 1981** First Chapter outside of North America chartered - South Africa
- 1982** First paid Executive Director
- 1987** Publishing Division established  
Annual Budget of US \$ 1 million





# PMI History



- 1993** Purchased 6,000-square-foot building  
Approximately 15 employees  
Annual budget of US \$ 2.4 million
- 1998** Purchased and built present 16,000-square-foot building
- 1999** Approximately 75 employees  
Annual Budget of over US \$ 16 million



# Current Status

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## PMI Membership Statistics (as of 31 March 1999)

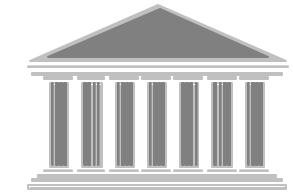
Total Membership: 43,733

- Geographic Distribution of the Membership:
  - United States: 75.51%
  - Canada: 11.02%
  - Outside U.S./Canada: 13.47%
- 1999 Growth Rate: 25.6%



# Components

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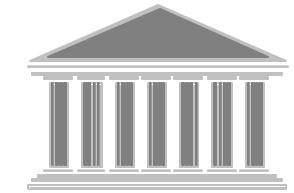
**143 Chapters**

**20 SIGs**

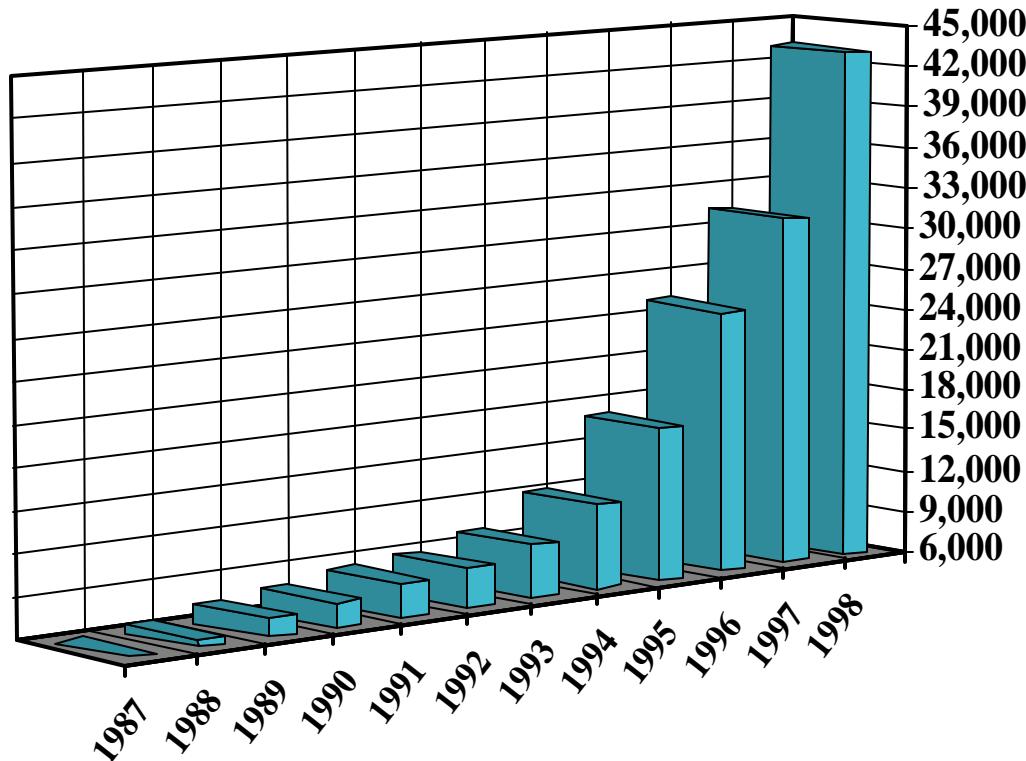
**1 College**



# The Growth of PMI



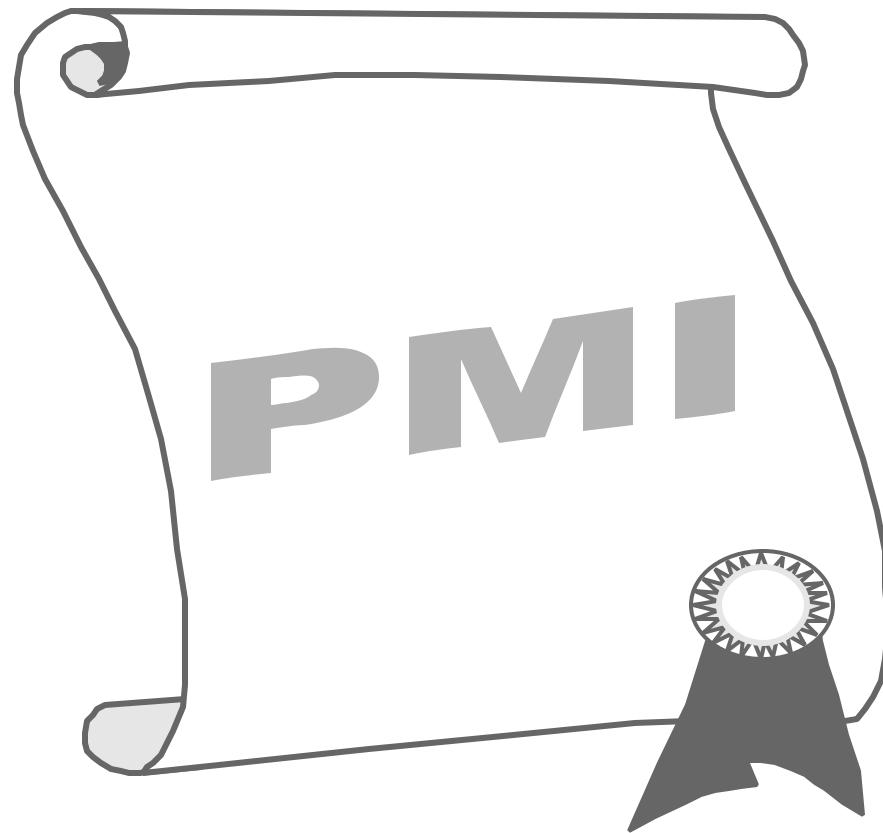
## Growth of Membership



# PMI's New Governance Structure

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Approved by 87%  
of members who  
voted in 1998





# Policy Governance® Model

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## Accountabilities and Responsibilities

- Members elect Board of Directors
- Board seeks advice from Strategic Committees (Board/Members)
- Board decides on strategic objectives, policies, results, priorities
- Board holds Executive Director accountable for results
- Executive Director holds HQ staff accountable for operations
- Staff Managers utilize staff to carry out operations
- Members serve as knowledge experts on Member Advisory Groups



Policy Governance, a specific set of concepts and principles and their application to boards and the board-management partnership, is a registered service mark of John Carver.



# Board of Directors

- Twelve Directors-at-Large (elected by membership)
- Three Officers (Chair, Vice Chair, Secretary-Treasurer)
- Executive Committee: Officers plus two Directors-at-Large; Chair presides
- Planning Committee: Executive Committee; Vice Chair Presides
- Finance Committee: Executive Committee; Secretary-Treasurer Presides



# Board Committees

Purpose: To identify, formulate and recommend a road map for the future needs of PMI and the project management profession

- Governance Performance: Assessment of BOD
- Technical Activities: Core Competencies
- Nominating: Strengthen Elected Leadership
- Ethics/Conduct: Ensure Fair Process and Procedures



# Board Committees

- Global Council: Global PM related issues and topics
- Accreditation Action Team: Accreditation program for PM degree
- Joint Advisory Council: Liaison between Board and PMI Components (Chapters, SIGs, Colleges)
- Global Project Action Team: Global Vision/Plan



# Headquarters Staff

## Executive Director

## Associate Executive Director

## Departments

Certification

Education

Facilities/Fulfillment

Finance/Administration

Human Resources

Marketing

Meetings/Conventions

Membership Services

MIS

Publishing

Research/Standards

Worldwide Component Affairs



# Member Advisory Groups

Purpose: To conceptualize, plan and execute operational activities

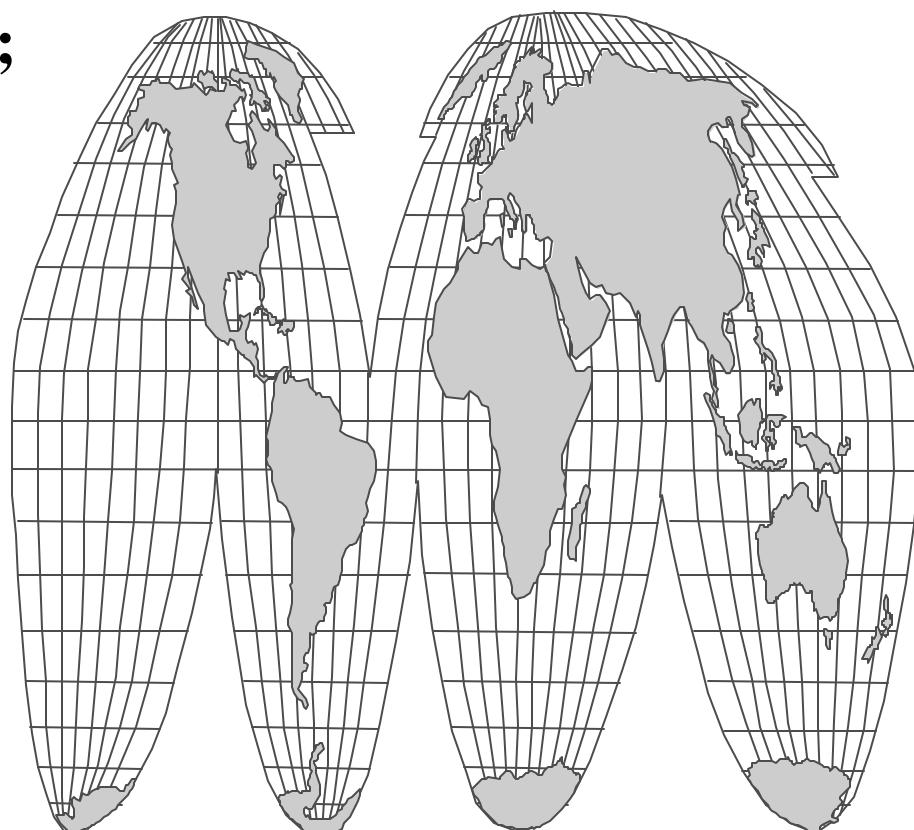
- Certification
- Education
- Facilities/Fulfillment
- Finance
- Human Resources
- Marketing
- Membership Services
- MIS
- Publications
- Research
- Standards
- Symposium

# Globalization Policy

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## Why...

- Impact on professionalism of project management worldwide
- Improved delivery of products; improved satisfaction of worldwide membership
- Larger pool of knowledge and wisdom; establish learning opportunities for project management profession



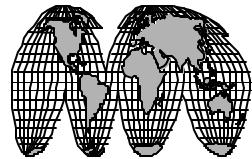


# Premises of Globalization

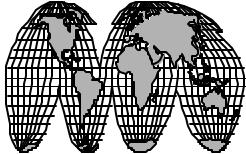
1. Globalization of corporations and industries will be a dominant drive in the economy enabled by the Internet and related technology.
2. Project management will be a global profession.
3. Globalization of organizations like PMI will be essential to professionalizing project management.
4. Project managers will be global and mobile.
5. Membership will be characterized as globally based rather than USA-based.

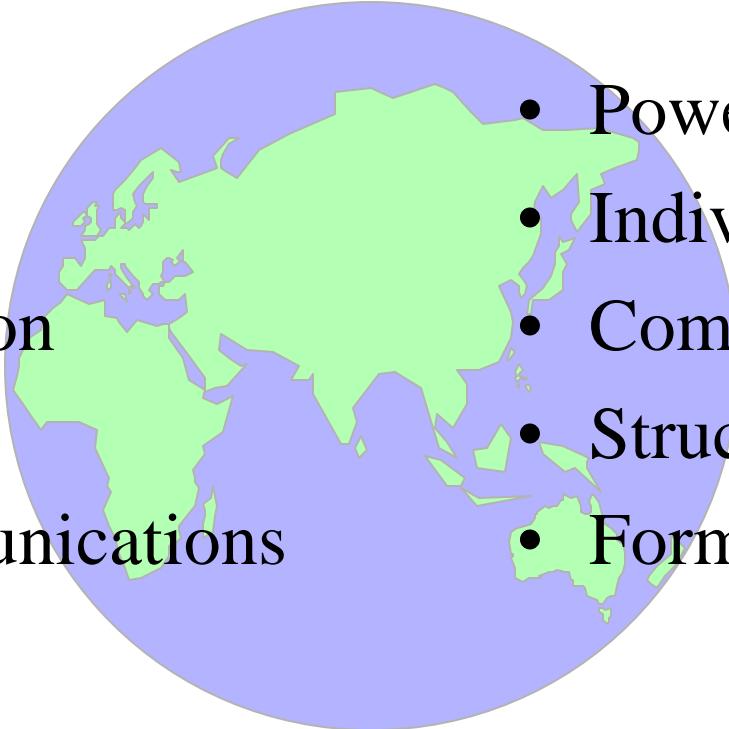


- Source: Final Report and Recommendations of the Globalization Subcommittee, October 1998

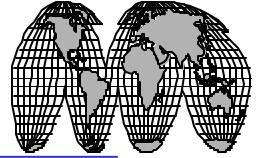
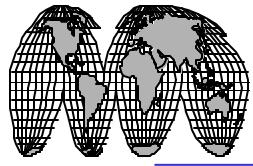


# Ten Key Cultural Factors



- 
- Nature
  - Time
  - Tradition
  - Action
  - Communications
  - Power
  - Individualism
  - Competition
  - Structure
  - Formality

Source: Michael Kammerdiener



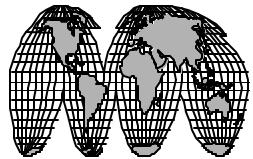
# GPAT Purpose

1. To analyze PMI's current global position and mindset against its declared mission.
2. To make strategic recommendations to the PMI Board concerning the globalization of PMI.
3. To identify global customers demands and needs.
4. To evaluate the required resources to meet global customer demands.
5. To analyze the pros and cons of chapter components and intersociety partnerships and recommend to the Board roles and responsibilities of each.
6. To build enthusiasm and awareness among staff, volunteers and customers for the globalization process.

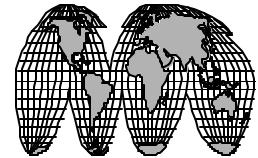


# PMI's Globalization Timetable

- **October 1998 - June 1999** - Make the PMI community aware of the globalization challenge and conduct needed strategic environmental scanning
- **June 1999 - December 1999** - Prepare PMI Global Strategic Plan
- **December 1999 - June 2000** - Conduct operational environmental scanning and develop PMI Global Implementation Plan
- **June 2000 - June 2005** - Implement the Global Implementation Plan

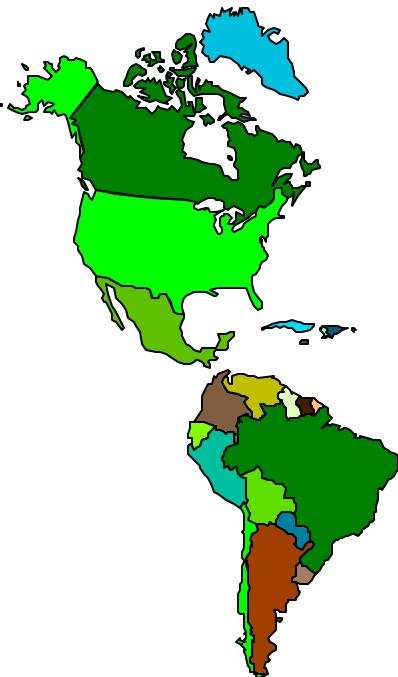


# PMI Global Membership



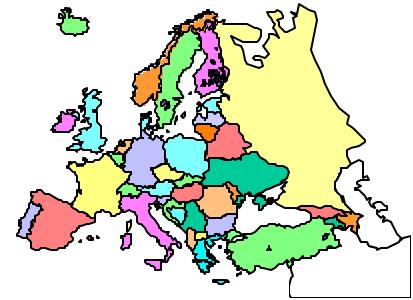
## The Americas

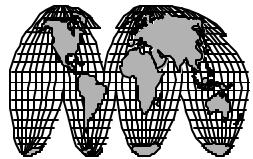
- Canada
- United States
- Argentina
- Brazil
- Chile
- Columbia
- Ecuador
- Mexico
- Peru
- Venezuela
- Others



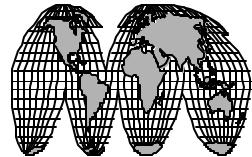
## Europe

- Western Europe
- Central/Eastern Europe
- Scandinavia
- Russia
- Baltic States
- Former Soviet Union Nations
- Turkey
- Others





# PMI Global Membership



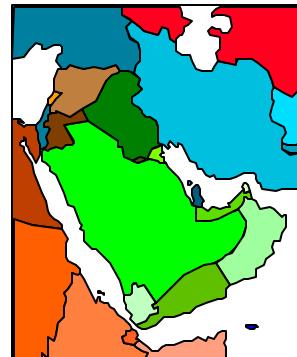
## Africa

- Egypt
- South Africa
- Zimbabwe
- Others



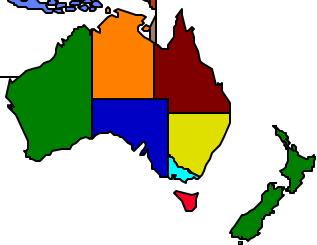
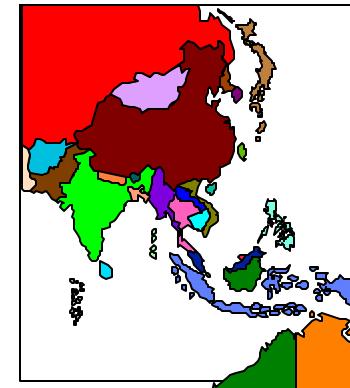
## Middle East

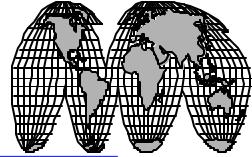
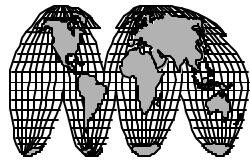
- Arabian Gulf
- Israel
- Saudi Arabia
- Others



## Asia and the Pacific

- Australia
- India
- Indonesia
- Japan
- Korea
- Malaysia
- New Zealand
- Pakistan
- Philippines
- Others





# Globalization

www.pmi.org



Building professionalism in project management.™

## Project Management Institute



- Membership
- Chapters
- Certification
- SIGs
- Education
- Standards
- Publications
- Search

**About PMI**  
Since its founding in 1969, Project Management Institute (PMI®) has grown to be the organization of choice for project management professionalism. With almost 45,000 members worldwide, PMI is the leading nonprofit professional association in the area of Project Management. PMI establishes Project Management standards, provides seminars, educational programs and professional certification that more and more organizations desire for their project leaders.

**PMI Members**

**PMI Headquarters**

**PMI Board**

**Contact Us**

**Articles of Interest**

**Seminars World Catalog**  
PMI® thanks all of you who attended our first seminar series in Europe. We invite you to check out our seminars in the U.S.A. and Register Online Today!

**PMI Bookstore**  
Features all books published by the Project Management Institute as well as a complete catalog of titles from other publishers-more than 1,000 of the best project management books in print.

**Career Headquarters**  
Contains Job Postings for Project Management positions

**Seminars & Symposium**  
Philadelphia, Pennsylvania  
10 October - 16 October 1999.

**PMI News**

**30 March 1999**

**New Certification Handbook**  
The new Certification and Global Certification Handbooks are now available for download in PDF format. These Handbooks replace the previous Certification and Standards Brochures.

**1998 In Review**  
A Year of Success - A Year of Change

**PMI Standards Program Needs Volunteers**  
Volunteers needed for [project to develop model for improving project management capabilities in organizations](#). Other volunteer opportunities exist within the [PMI Standards Program](#).

**ACP/ASC Leadership Meeting**  
The March 1999 Board of Directors Meeting and ACP/ASC Leadership Meeting were held in Dallas, Texas, USA 12-14 March 1999.





# Globalization Advantages

- **Enhanced Leadership** - reach out to everybody to make them feel a part of the global project management community
- **Members and Markets** - expand the project management community (borderless)
- **Global Networking** - increase project management job opportunities
- **Increased Sources of Knowledge** - access to more project management experiences
- **Improve Personal Development** - enhance the potential for educational opportunities



# Globalization Advantages

- **Better Sensitivity to Local Issues** - increased awareness of local issues
- **Economics** - greater growth and revenue opportunities
- **Promotion of the Profession Worldwide** - international recognition of the profession
- **Easier Acceptance of Global Certification, Research and Standards** - set the framework for global project management standards

# Certification

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## PMP Certification

Total PMPs 10,086

(as of 31 December 1998)

Certified in 1998 3,671

Increase over 1997 233%

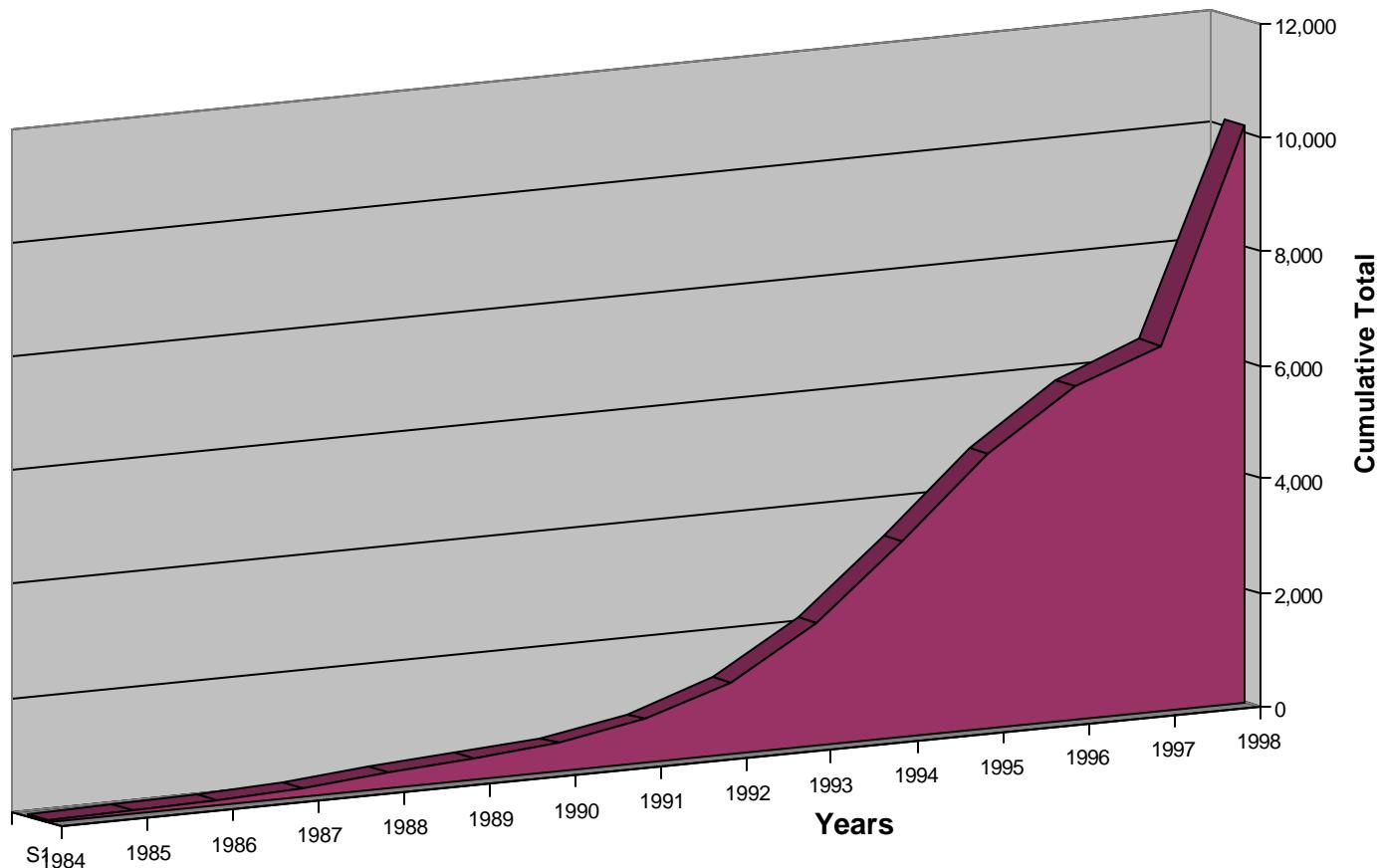




# Certification



## PMP Certifications





# Certification



## PMP® Certification Examination

- Administered in 40 countries
- Administered at 63 test sites
- Administered in 8 languages





# Certification



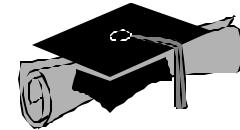
## PMP Professional Development Program

In order to maintain the PMP credential, individual PMPs must satisfy the Professional Development Program requirements (*administered by PMI's Education Department*)

- 3-year cycle
- 60 PDUs must be earned during this cycle
- Initiated 1 January 1999



# Certification



## Professional Development Unit Categories

PDUs must be attained in specific categories:

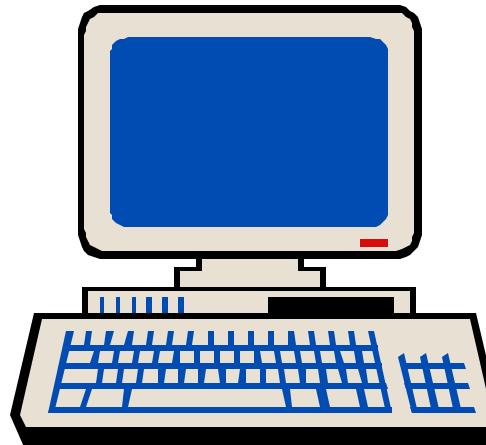
- Post certification formal education
- Self-directed learning and professional activities
- Programs sponsored by PMI Professional Development Providers
- Programs sponsored by other providers
- Service to professional/community associations



# Certification



Plans for the year 2000 are to introduce the examination in a computer-administered format all over the world.





# Research



## Mission

To develop and maintain PMI  
as a center for knowledge and wisdom  
by accessing and assessing project  
management's past and current states,  
forecasting project management's future  
state, and inspiring the direction of  
project management research.



# Research



## Purpose

To assist in the creation and dissemination of project management knowledge valued by the profession, PMI members, the marketplace and other stakeholders by supporting the expansion of the body of knowledge, assessing the professional needs of practitioners, forecasting and assessing the future of the profession, and managing research projects supported by PMI or the PMI Educational Foundation



# Research



## Projects Underway in 1999

- Professional Needs Assessment
- Future of Project Management Forecast & Assessment
- Research Conference 2000
- Research Management Protocols
- Management of Specific Research Projects





# Research



## Additional projects or area of needs under consideration:

- Building a Research Database
- Advancing Research in Academia
- Establishing Research Consortia
- Increasing Research Project Support





# Standards



## Mission

To assist in improving the understanding and competency of experienced and new Project Management practitioners and customers worldwide.

To accomplish this, we will identify, define, document and champion generally accepted Project Management approaches and a common project management lexicon.



# Standards



## Purpose

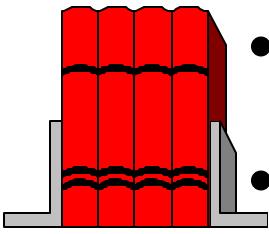
To develop standards for the Project Management profession that are valued by PMI members, the marketplace and other stakeholders.



# Standards



## Projects Underway in 1999



- *PMBOK™ Guide* Update
- *PMBOK™ Guide* Extensions in Information Systems and Construction
- Work Breakdown Structure Practice Standard
- Organizational Project Management Maturity Model



# Standards



## 1999 Projects Continued:

- Project Taxonomy
- Project Manager Competencies
- Project Management Principles
- Maintenance of American National Standards Institute (ANSI) Accreditation.

# The Future of PMI

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**Membership in PMI  
has grown at an annual  
rate of over 25% for the  
past three years.**





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